

<b>Key Issues:</b> Isolation: infrastructure for moving goods, people and information Workforce: develop, attract and retain talent Regulation: be solution-oriented Talented expertise in the community Ready land for commercial and business uses	<b>Quick Wins:</b> Local contractor hiring preference policy
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**Strategy A: Build the "Infrastructure of Connectivity" to move people, goods and information into the global marketplace.**

Projects	Clusters	Measurable Outcomes	Leadership	Implementation Commitments
Buckhorn Summit on Hwy 299 and Richardson Grove on Hwy 101	All	STAA truck access	CalTrans, business, County	in permitting process
Build redundant fiber optic line	All	Increased backhaul, speeds, competition, decreased cost	IP Networks	under construction
Attract appropriate commercial carrier to ACV	All	Diversified flight routes, choice of airline	County airport, RREDC	Fly Humboldt
Expand airport	All	Meet FAA standards	County	under construction
Improve port for log, chip and other viable exports	FP, T		Harbor District	

**Strategy B: Use our local talent and expertise to our best competitive advantage.**

Projects	Clusters	Measurable Outcomes	Leadership	Implementation Commitments
Develop a local preference policy for general and sub-contractors of construction and professional services	MIS, B	Increased jobs for locals; expanded businesses; adopted policy at county, cities and state entities doing business here	County/WIB	
Develop a Return on Investment to the Local Economy model for evaluating projects	MIS, B	Clear cost/benefit analysis		

**Strategy C: Improve regional capacity to attract and retain quality workforce.**

Projects	Clusters	Measurable Outcomes	Leadership	Implementation Commitments
Develop a program for integrating new talent and their spouses into the community and work opportunities	DHC, NM, MIS	Improved retention of skilled workers		
Participate in advisory boards for both HSU and CR	FP, DHC, MIS	Increased number of quality graduates meeting industry needs	HSU, CR, Industry	

**Redwood Region Cross-  
Industry Cluster Workplan**

Support vocational trades in high school and CR (welding, mechanics, truck drivers, electronic technicians, etc.) and applied academic learning	FP, B, NM, DHC	Increased number of quality tradespeople in the region	K-12, ROP, CR, Decade of Difference	
Build opportunities for youth to experience work in industries in a way that doesn't rely on business management	All	Youth know local industries, better understanding of world of work	Decade of Difference	
Increase opportunities for work experience and on-the-job training	DHC, NM, MIS, Spec	Quicker return to business; more jobs open up; lower cost to open jobs	WIB	
Build connections between the business community and HSU faculty, students & staff so that businesses more easily find talent and people who want to live here find jobs	NM, MIS, FP	Internships, projects, job placement	HSU	Business Department
<b>Strategy D: Proactively address regulatory complexity and its cost to industry without sacrificing environmental outcomes.</b>				
<b>Projects</b>	<b>Clusters</b>	<b>Measurable Outcomes</b>	<b>Leadership</b>	<b>Implementation Commitments</b>
Develop a regulatory information exchange to keep up, trouble-shoot	All	Informed, engaged industry; responsive elected officials		
Advocate for clear policy improvements and against impediments	All			
Prepare land for development so that business can move in quickly	MN	Industrial and business parks with environmental, land use and other permitting achieved, plus financing	Cities	
<b>Strategy E: Generate and conserve energy in ways that use our advantages and overcome our remoteness.</b>				
<b>Projects</b>	<b>Clusters</b>	<b>Measurable Outcomes</b>	<b>Leadership</b>	<b>Implementation Commitments</b>
Inventory biomass projects and a comprehensive analysis of issues and opportunities relating to biomass utilization	FP	Report on biomass issues and opportunities	Integrated Regional Water Plan (NCIRWP)--7 county group	Information gathering in process
Integrate biomass utilization in alternative and green energy policies and the state and federal levels.	FP	Acknowledgment of role biomass might play in state and national efforts to include alternative energy sources.	Rural Voices for Conservation Coalition, Industry, HSU	currently exists at <a href="http://www.sustainablenorthwest.org/resources/rvcc-issue-papers">http://www.sustainablenorthwest.org/resources/rvcc-issue-papers</a>

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Product development and research in scaled biomass utilization	FP	New methods of utilization of biomass	Industry, HSU	Three entities presently have project pending (Green Diamond/HSU, Mendo Biomass Working Group/RFFI, Hayfork Watershed Center)
<b>Strategy F: Incubate businesses in high value sectors with business expertise.</b>				
<b>Projects</b>	<b>Clusters</b>	<b>Measurable Outcomes</b>	<b>Leadership</b>	<b>Implementation Commitments</b>
High tech incubator	MIS	Start-up businesses, job creation,	Arcata, County, Prosperity Network	